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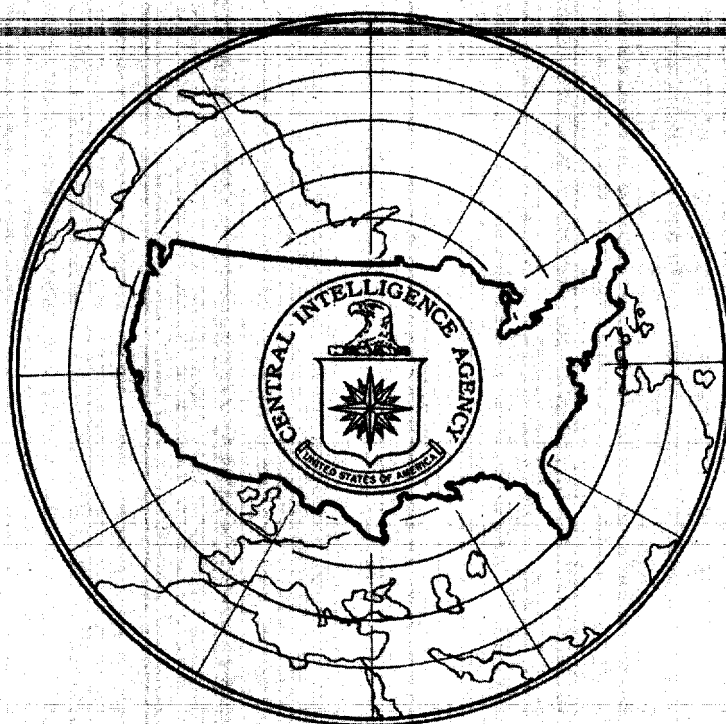
Corrected Schedule

Midcareer Course No. 4

Part I - The Agency

20 September - 2 October 1964

MIDCAREER COURSE



PART I

SEPTEMBER 21 - OCTOBER 30, 1964

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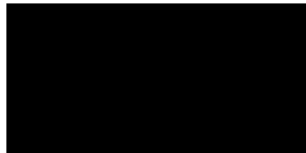
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Midcareer Course Staff

25X1A



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Midcareer Course No. 4

21 September - 30 October 1964

Part I

The Agency

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Part II

The United States and Its Government
(Brookings Institution, 10 days)

Part III

World Affairs
(Broyhill Building, 10 days)

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Foreword

The Midcareer Executive Development Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of the Agency, of the Government, and of international affairs.

The six-week Course is divided into three major segments. During the first two weeks the participants will study the work of the various components of the Agency and the inherent problems of management.

During the third and fourth weeks the scope of the Course will widen to include study and discussion of the Government in its national setting, emphasizing the making of policy, public and legislative pressures on the policy makers, the allocation and handling of the Government's money, and other major aspects, both theoretical and practical, of the development and direction of national power.

In the last two weeks, prominent authorities and public figures will express their views and lead discussions with the participants on such major issues as the formulation of strategy, developments in space technology, conflicts in the Communist Bloc, the movement toward European union, and other important trends in world affairs.

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Thursday, 17 September

Introduction to the Course

Room 7D64 Headquarters

0945 REGISTRATION

1000 WELCOMING ADDRESS

Lt. General
Marshall S. Carter
Deputy Director of
Central Intelligence

1020 THE CONCEPT OF MIDCAREER
TRAINING

Matthew Baird
Director of Training

1045 INTRODUCTION TO THE COURSE

Chairman, Midcareer
Course

25X1A

1130 ADMINISTRATIVE BRIEFING

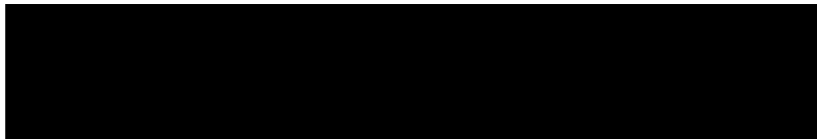
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Sunday, 20 September

1415 (EDT) CONVENE AT AIRPORT

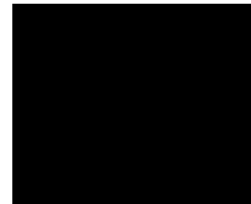
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1445 CONVENE AT TRAINING SITE

25X1A

1500 WELCOMING TALK AND SECURITY
AND ADMINISTRATIVE BRIEFING



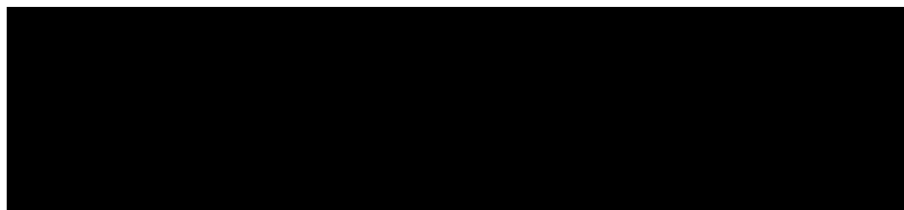
~~1545~~ STUDENT INTRODUCTIONS
~~1630~~

~~1545~~ ~~1645~~ RECEPTION
~~1715~~ ~~1745~~

~~1730~~ ~~1800~~ DINNER
~~1830~~ ~~1900~~

25X1A

1930
2030



2045 *Student Introductions*

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Part I


The Agency: Organization, Problems,

Relationships, and Developments

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Monday, 21 September

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0830 0900	INTRODUCTION TO PART I	
0900 1000	THE AGENCY 1964-1969 A projection of Agency problems and developments over the next five years.	Lyman Kirkpatrick Executive Director- Comptroller
1000 1030	QUESTION PERIOD	
1045 1145	THE NATIONAL SECURITY STRUCTURE Changing methods of the policy makers and the impact of these changes on the Intelligence Community.	Chester Cooper Assistant Deputy Director for Intelligence, Policy Support
1145 1200	QUESTION PERIOD	
1215 1315	LUNCH	
1330 1400	READING	
1400 1515	THE INTELLIGENCE COMMUNITY The components of the Intelligence Community. Cooperation and conflict. The emerging role of the DIA and its relations with CIA. The role of the Director of Central Intelligence.	Lyman Kirkpatrick
1515 1545	QUESTION PERIOD	


1600 RECEPTION FOR MR. KIRKPATRICK
1715

1730 DINNER
1830

1930 SEMINAR ON INTELLIGENCE AND
2130 NATIONAL SECURITY

Lyman Kirkpatrick

Chester Cooper


Assistant Deputy
Director for Plans

25X1A

SECRET


Tuesday, 22 September

0830 READING
0900

25X1A

0900 THE CLANDESTINE SERVICES
1000

The Clandestine Services as an instrument of U.S. policy. The coordination of major actions and the obtaining of policy decisions from the State Department, the Special Group, and the White House.



Assistant Deputy
Director for Plans

25X1A

1000 QUESTION PERIOD
1030

25X1A

1045
1145


Deputy Chief, Covert Action
Staff

1145 QUESTION PERIOD
1200

1200 LUNCH
1300

25X1A

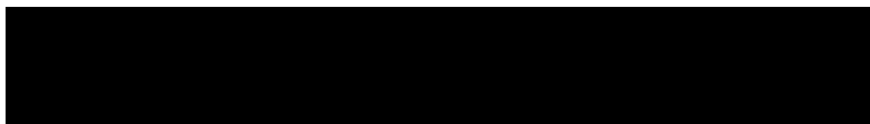
1330
1430

1430 QUESTION PERIOD
1445

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25X1A

1500
1600



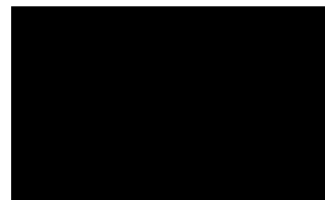
1600 QUESTION PERIOD
1630

1645 FREE PERIOD
1715

1730 DINNER
1830

25X1A

1930 SEMINAR ON FIELD STATION PROBLEMS
2130



*Deputy Director of
Training*

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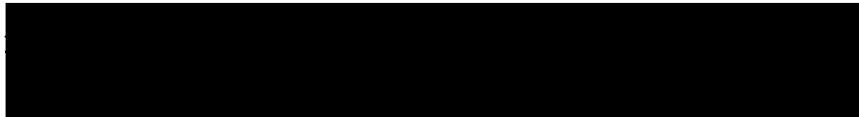
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Wednesday, 23 September

0830 READING
0900

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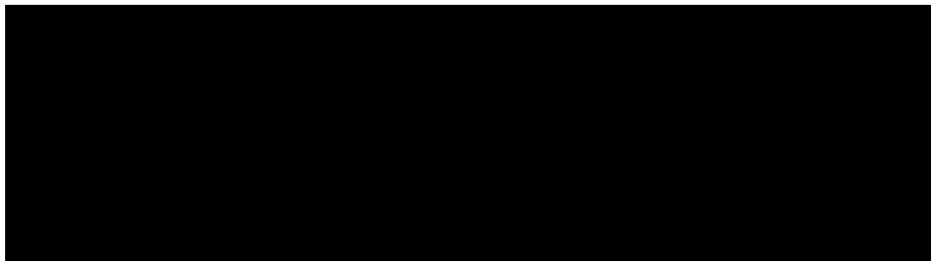
0900
1000



1000 QUESTION PERIOD
1015

25X1A

1030
1130



1130 QUESTION PERIOD
1145

1200 LUNCH
1245

25X1A

1300 OPERATIONS IN SOUTH VIETNAM
1400



FE Division

1400 QUESTION PERIOD
1430

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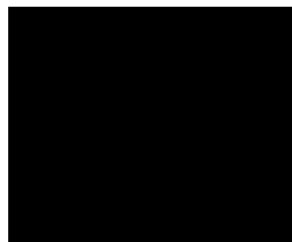
1445 SOVIET INTELLIGENCE SERVICES
1700



1715 FREE PERIOD
1745

1800 DINNER
1900

1930 SEMINAR ON SOVIET INTELLIGENCE
2130 SERVICES



25X1A

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Thursday, 24 September

25X1A

0830 READING
0900

0900 THE PRODUCTION OF NATIONAL
1000 INTELLIGENCE

Deputy

~~Sherman Kent~~
Assistant Director for
National Estimates

What National Intelligence
Estimates are. The kinds of
problems they deal with. How
they are drafted, coordinated,
and cleared. Role in policy
formulation.

25X1A

1000 QUESTION PERIOD
1030

1045 THE AGENCY'S CURRENT
1200 INTELLIGENCE ROLE

Chief of

~~R. Jack Smith~~
~~Assistant Director for~~
Current Intelligence

The Agency's Current Intelligence
role. All-source intelligence
support for the White House, the
National Security Council, and
the Watch Committee. The National
Indications Center. Dissemination
of COMINT. Basic intelligence
responsibilities.

1200 QUESTION PERIOD
1215

1230 LUNCH
1330


1330 READING
1400

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25X1A

1400 DEVELOPMENTS IN ECONOMIC
1500 INTELLIGENCE



Deputy Assistant Director,
Research and Reports

Present status of the Intelligence
Community's economic intelligence
effort. CIA's current responsibilities
and future plans in this field.

1500 QUESTION PERIOD
1515

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1530 TRENDS IN PROCESSING INFORMATION
1630 IN SUPPORT OF INTELLIGENCE
PRODUCTION

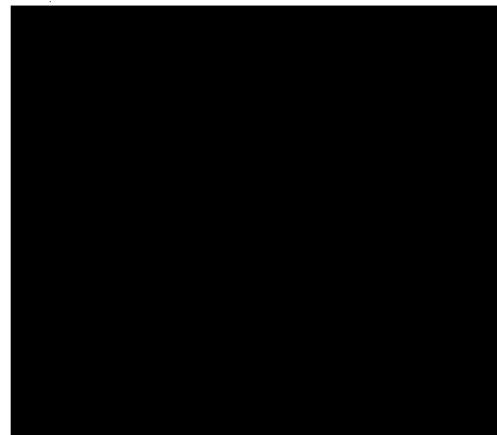

Executive Assistant to
AD/CR

1645 FREE PERIOD
1715

1730 DINNER
1830

25X1A

1930 ~~TO BE ANNOUNCED~~
2130 *Seminar*

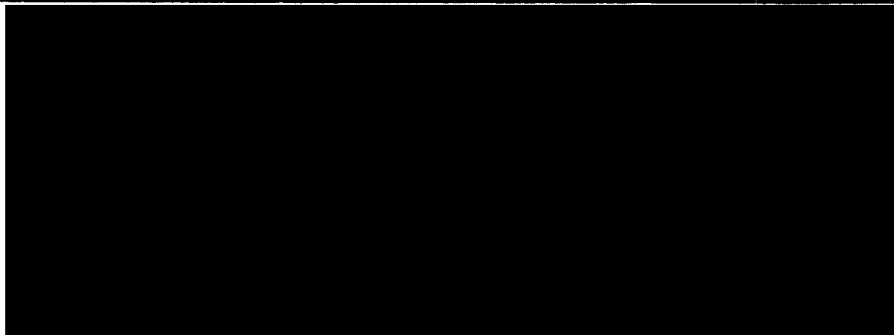


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Friday, 25 September

0845
1000



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1000 QUESTION PERIOD
1015

1030 EVALUATION OF NATIONAL
1200 INTELLIGENCE PROJECTS

John Bross
Deputy to the DCI for
National Intelligence
Programs Evaluation

The DCI's responsibility for review
and coordination of all USIB
activities. How evaluation of
Intelligence Community programs
is effected.

1200 QUESTION PERIOD
1215

1215 LUNCH
1315

1330 THE ROLE OF SCIENCE AND
1630 TECHNOLOGY IN CIA

Carl Duckett
Director, Foreign Missile
and Space Analysis Center

New techniques in intelligence
collection. Research and develop-
ment activities. Electronic Intelli-
gence (ELINT) and its significance.

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1645 FREE PERIOD
1715

1730 DINNER
1830

1930 SEMINAR ON SCIENTIFIC AND
2130 TECHNICAL INTELLIGENCE

Carl Duckett

Joseph Becker
Assistant Director for
Computer Services

~~Donald Chamberlain~~
Deputy Assistant Director for
Scientific Intelligence

~~Deputy Assistant Director
for Research and Development~~

~~Deputy Assistant Director
for ELINT~~

*Chief, Programs
Requirements Staff, CEL*

25X1A

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Saturday, 26 September

0830 1000	THE IMPACT OF AUTOMATIC DATA PROCESSING ON AGENCY ACTIVITIES	Joseph Becker Assistant Director for Computer Services
	Recent automatic data processing developments in the Agency and a look at its future support of DDS, DDI, DDP, and DDS&T activities.	
1000 1015	QUESTION PERIOD	
1030 1145	DEVELOPMENTS IN PHOTOGRAPHIC INTELLIGENCE	Arthur Lundahl Director, National Photographic Interpre- tation Center
	The capabilities of Photographic Intelligence. Evaluation of photo quality. Organization and functions of NPIC.	
1145 1200	QUESTION PERIOD	
1215 1315	LUNCH	
1330 1500	THE ROLE OF TECHNICAL SERVICES IN SUPPORTING AGENCY OPERATIONS	 Deputy Chief, Technical Services Division
	Technical support of DDP activities.  and other activities. Research and development in the technical support field.	
1500 1715	FREE PERIOD	
1730 1830	DINNER	

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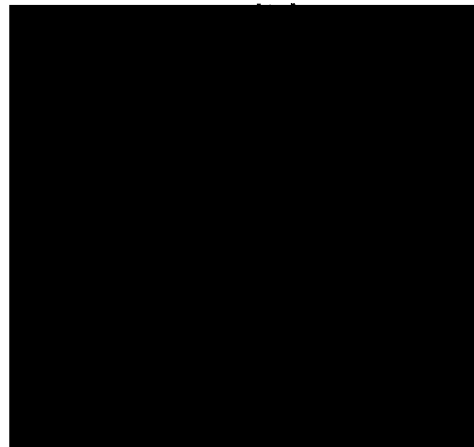
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1930 TSD Seminar
2130



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Sunday, 27 September

0900 CHURCH, RECREATION, READING
1200

1215 LUNCH
1315

1330 SEMINAR DISCUSSIONS:
1630 INTER-ORGANIZATIONAL RELATIONSHIPS

1630 FREE PERIOD
1730

1745 DINNER
1845

1930 INDIVIDUAL WORK ON CRITIQUES
2130

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Monday, 28 September

0830 READING
0900

0900 ADMINISTRATIVE RELATIONSHIPS WITH L. K. White
1000 OTHER FEDERAL AGENCIES Deputy Director for
Support

The roles other agencies perform
in support of CIA's mission;
influences they can exert for or
against operations; and limitations
imposed by cover entities.

1000 QUESTION PERIOD
1030

1045 INTRODUCTION TO THE AGENCY L. K. White
1100 SUPPORT STRUCTURE

1100 THE FINANCE OFFICE Robert H. Fuchs
1200 Director of Finance

1200 QUESTION PERIOD
1215

1230 LUNCH
1330

1345 SECURITY: A PRIMARY CONSIDERATION Howard J. Osborn
1445 IN ACCOMPLISHING THE MISSION OF Director of Security
CIA

1445 QUESTION PERIOD
1500

1515 LOGISTICAL SUPPORT OF OPERATIONS [REDACTED] 25X1A
1615 Chief, Planning Staff,
Office of Logistics

1615 QUESTION PERIOD
1630

1645 FREE PERIOD
1715

1730
1830

DINNER

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Tuesday, 29 September

0830	READING		
0900			
1000-0900	HEALTH CONSIDERATIONS IN AN	Dr. John R. Tietjen	
1115-1000	UNUSUAL WORK ENVIRONMENT	Chief, Medical Staff	
1115-1000	QUESTION PERIOD		
1145-1015			
1300-1030	TECHNICAL COMMUNICATIONS		25X1A
1445-1200	DEVELOPMENTS	Deputy Director of Communications	
1200	QUESTION PERIOD		
1215			
1145-1230	LUNCH		
1245-1330			
0900-1345	INTRODUCTION TO MANAGEMENT	L. K. White	
1000-1445			
1500	PERSONNEL MANAGEMENT		25X1A
1630	Considerations relating to Agency staffing patterns, promotion policies, career service planning, and manpower utilization.	Chief, Personnel Operations Division, Office of Personnel	
1645	FREE PERIOD		
1715			
1730	DINNER		
1830			
1930	SEMINAR: THE REPUTATION AND	Frank G. Wisner	
2130	STANDING OF THE AGENCY AT HOME AND ABROAD	Former Deputy Director for Plans	

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Wednesday, 30 September

0830 READING
0900

0900 COMMUNICATION AS A MANAGERIAL
1030 PROBLEM

Management Training
Faculty, Office of
Training

25X1A

Difficulties of communications
between individuals and between
organized groups.

Identification of Agency Management Problems
~~RESPONSIBILITY FOR PEOPLE~~

1045
1215

Deputy Inspector General

25X1A

25X1A

Definition of the responsibilities
of Agency supervisors; problems
of dealing with subordinates;
fitness reporting.

1230 LUNCH
1315

1330 RESPONSIBILITY FOR FUNDS
1430

John Clarke
Director of Budget,
Program Analysis and
Manpower

The role of the individual in the
management of Agency dollars.

1430 QUESTION PERIOD
1445

1500 ~~IDENTIFICATION OF AGENCY~~
1630 ~~MANAGEMENT PROBLEMS~~

Group Exercise

1645 FREE PERIOD
1715

1730 DINNER
1830

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1930
2130

AGENCY MANAGEMENT PROBLEMS

Paul A. Borel
Assistant Deputy Director
for Intelligence (Management)

[REDACTED]
Executive Officer, DDS&T

25X1A

John Clarke

[REDACTED]
Chief, NE Division

25X1A

David McLean
Assistant to the Director

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Thursday, 1 October

0830 READING
0900

0900 THE INTEGRATION OF BEHAVIORAL
1200 AND MANAGERIAL SCIENCES

0830 Reading
0900 Critique + Final Administration
1100

1215 LUNCH
1315

1115 Lunch
1400 (EST) Depart for Washington
1545 (EDT) Arrive Washington

1330 CRITIQUE
1500

1400 Depart for Washington

1515 FINAL ADMINISTRATION
1545

1630 (EST) DEPART FOR WASHINGTON

1815 (EDT) ARRIVE WASHINGTON

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Friday, 2 October

VISIT TO BROOKHAVEN NATIONAL LABORATORIES

0815 CONVENE AT AIRPORT

0830 LEAVE WASHINGTON

0930 ARRIVE MacARTHUR AIRPORT, LONG ISLAND

1030 ARRIVE BROOKHAVEN NATIONAL LABORATORIES

1230 LUNCH
1330

1530 LEAVE BROOKHAVEN NATIONAL LABORATORIES

1630 LEAVE MacARTHUR AIRPORT

1730 ARRIVE WASHINGTON

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Preparatory Reading

Letter from President Kennedy to John A. McCone.

National Security Act of 1947.

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[REDACTED] "Origins of Central Intelligence." Studies in Intelligence, Vol. 8, No. 3, Summer 1964.

Kirkpatrick, Lyman B. "Is United States Intelligence Answering the Red Challenge?" Delivered 21 November 1960, Detroit, Michigan.

"Organizing for National Security," Final statement of Senator Henry M. Jackson, Chairman, Subcommittee on National Policy Machinery of the Committee on Government Operations, U.S. Senate, November 15, 1961.

Director of Central Intelligence Directive No. 1/3, Priority National Intelligence Objectives (Revised 14 August 1963).

25X1A

[REDACTED] "A Fresh Look at Collection Requirements." Studies in Intelligence, Vol. 4, No. 4, Fall 1960.

25X1A

[REDACTED]. "The Coordination of Collection." Studies in Intelligence, Vol. 8, No. 2, Spring 1964.

25X1A

[REDACTED]
Jernegan, John D. "The Ambassador and the Country Team." Department of State Newsletter, July 1963.

KGB Recruitment Operations Against Foreign Diplomats in Moscow (Briefing Guide)

Kent, Sherman, "A Crucial Estimate Relived." Studies in Intelligence, Vol. 8, No. 2, Spring 1964.

Hilsman, Roger. "The Cuban Crisis: How Close We Were to War." Look, Vol. 28, No. 17, 25 August 1964.

Dulles, Allen W. "The Craft of Intelligence." Reprinted from the 1963 Brittanica Book of the Year.

Dulles, Allen W. "What Makes a Spy?" This Week Magazine, 1 December 1963.

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[REDACTED] "On 'The Craft of Intelligence'." Studies in Intelligence, Vol. 8, No. 1, Winter 1964.

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Supplementary Reading

DeGramont, Sanche. The Secret War. New York: G. P. Putnam's Sons, 1962.

Dulles, Allen W. The Craft of Intelligence. New York: Harper and Row, 1963.

Felix, Christopher. A Short Course in the Secret War. New York: E. P. Dutton & Co., 1963.

Hyde, H. Montgomery. Room 3603. New York: Farrar, Strauss and Co., 1963.

Ransom, Harry Howe. Central Intelligence and National Security. Cambridge, Mass: Harvard University Press, 1958.

Rostow, W. W. The Stages of Economic Growth. Cambridge: Cambridge University Press, 1960.

Reading Kit on Soviet Intelligence:

- a. Four Studies in GRU Operational Doctrine
- b. Agent Handling and Communications
- c. GRU Illegal Operations
- d. RIS Illegal Documentation
- e. The Story of [REDACTED], A GRU Illegal
- f. The Use of Soviet Students and Student Cover by the Soviet Intelligence Services
- g. Report on the Soviet State Security Service (KGB)

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MacInnes, Helen. The Venetian Affair. New York: Harcourt, Brace & World, Inc. 1963.

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